

27 February 1984

Executive Registry

84- 1063

MEMORANDUM FOR:

FROM: Director of Central Intelligence

SUBJECT: Goals and Principles

1. Thank you for your thoughtful responses to my request for improvements on my draft of a statement of goals, principles and standards of excellence for our organization.

2. I returned on Friday, 24 February, from a trip abroad with a heavy cold. I spent Saturday and most of Sunday in bed with 34 inches of submissions received in response to my talk in the Auditorium and the material I circulated.

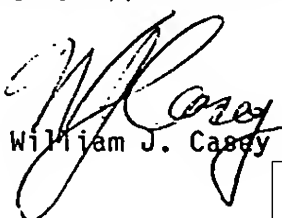
3. I got the message that the test of the value of this exercise will be in the follow-through and not in the promulgation of a positive articulation of our goals and principles.

4. The criticism I received on my draft was good for my soul. I thought I was giving you a starting point, something to shoot at to provoke discussion and criticism. If I had known it would be criticized so severely I might have spent more time on it. The unkindest cut on my draft was: "It sort of resembles a government regulation." The highest praise was that it was a respectable first try.

5. I'm pleased that it apparently did succeed in generating discussion in all corners of the Agency. I received many very good and constructive criticisms and suggestions for improvement as well as hundreds of alternative drafts. It is clear that the final product needs to be more pungent and terse, more relevant to our mission, more evocative, with emphasis on objectivity and independence, more forward-looking of what we want to be rather than what we are, etc. It will take more time than I thought to sift and work all these ideas into something brief and comprehensive. I am now inclined to go for a one-page credo supplemented by a detailed statement of operating principles and commitments. I will be getting something out to you shortly.

6. As I expected, the discussions, criticisms, expression of concerns and specific recommendations for improvement in our procedures, communications, and operations will be more important than the promulgation of positive goals and principles. I attach for your information some notes I made as I read your submissions over the weekend.

7. Again, I appreciate your efforts in leading the discussions and in preparing your submissions. Please pass along my appreciation for the participation of all your colleagues.


William J. Casey

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Attachment a/s

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27 February 1984

Notes and Ideas Extracted by DCI Personally from Hundreds of
Thoughtful Statements and Recommendations--All Those Submitted

- Take follow-through expectations to heart.

- Satisfaction of consumers was intended as a call to meet the needs and expectations of decisionmakers as to the scope, adequacy, breadth and depth of our work and in no way to mean conforming our assessments to customers' hopes and wishes or in any other way to infringe on our independence and objectivity.

- Special fund and allotment of positions for new initiative in tackling foreign intel problems.

25X1 - Organize "go do it" task forces to get it done rather than write staff papers to be read by other staffs. [] Task Force is an example for DDI action to fill a gap. Ask for suggestions suitable for DS&T, DDO--acquire a specific item of critical information.

- Authorization of Quality Step Increases with less time, paperwork and high level approval. Do it to reward specific achievements on the spot. Are cash awards possible.

- Authorize managers to specify grade levels rather than by PMCD evaluation.

- In S&T budget review no cancellations of things going on--incentives or requirements to end marginally "profitable" operations.

- Pay and other recognition of overseas work--serious attention to recommendations, training participation, etc., for officers returning from overseas.

- More spouse recognition.

- Congressional awareness of need for and drive for excellence.

- "The truth shall make you free"--nothing wrong with that, but let's deal with the how.

- More attention and professional status for secretaries and clerks--journeyman status of GS-09, top members aspire to GS-13 and -14.

- Awards at levels below SIS.

#14
(CLIP) - Para-professionals (IAs, etc.) at GS-09 to -12 levels.

- Uniformity in standards for performance, time in grade, meetings of panels.

- Can panels work more quickly?

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- Move case officers and analysts and scientists along without requiring assumption of management responsibility.

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- Spiritual commitment to employees--inadequate care for wounded

- Management commitment to overcome recent erosion of benefits as result of cutbacks, inflation, etc.

- Consumer contact at lower levels--IBM analyst calls on customers.

- Use of incentive awards and Quality Step Increases to offset promotion discrimination alleged to operate against those in ops training, language training and rotational assignment.

- Frequent call for more visibility of division and office chiefs--more wandering around (MBWA).

- Highly critical comment on bureaucratic procedures in OPM and competence of computer tech personnel in ODP and IMS. Call for elimination of distinction between clinical and professional personnel.

- Move away from management by memo (CYA) and acceptance of presumed restraints (ICBD--"it can't be done").

- Get Bob Magee's "what makes CIA unique" list.

- Not only "can do" but "can do right."

- Need for profound analytic effort on where we "are missing the boat" in proper and effective forms of motivation.

- Public education on what we do, how and why in our contribution to national security, and the promotion of ethical foreign policy.

- Explanation of how we work within the system.

- Relocate gym away from the dust and gas fumes of the underground garage.

- Our requirements and demands on our people should be recognized by a special pay scale like Foreign Service provides.

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- A "competitive" personnel system to replace the resource costly panel system and to release D0 personnel for intel work

- Greater effort to indoctrinate recruits and test them early on.

- More attention to recruiting CTs from within the Agency.

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- Greater effort to show subversive hand of adversaries would make public aware of need for and value of CIA.
- Archaic promotion system--trial periods in advanced position.
- Recruit all new employees with view to future potential.
- Concerted effort to seek out those who disregard need for secrecy and remove them.
- More training, retraining and briefings in security practices.
- More training programs and opportunities for senior clericals to enable them to use their experience to greater advantage, i.e., from secretary to document analyst. Analyze tasks for which secretaries and clericals can qualify and provide training.
- Upgrade calibre of clerical recruit--bring in more from out of area.
- Greater effort to recruit talented minorities.
- Longer versus shorter version (Tab M, D0).
- Campaign to reinstill sense of pride and family in CIA.
- Task forces to supplement geographic divisions- S&T, hostile presence, tech transfer.
- A drive to replace and trim regulations and restrictions--Marine Corps trust and confidence program.
- Two-tiered product (CPAS/DI): (1) Simple "raison d'etre," (2) Checklist of goals, aims and actions needed.
- Emphasis in credo on uniqueness and independence from political and bureaucratic demands--accuracy and objectivity. Cooperation of components in pursuit of common goals. Cohesive team operating across bureaucratic lines to get the job done.
- Studies on if and how the use of IAs should be expanded.
- Standards section not needed--goals and principles enough.
- IS/CA of G/I of DI--measures of results and checklist.
- Most drafts represented an improvement--more pungent, more relevant to our mission, objectivity and independence, more forward-looking--what we want to be rather than what is.
- Analysts and collectors are heart of Agency.

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- Security too negative in approach to individuals. More emphasis on education and expression of confidence rather than investigatory and "guilty until proven innocent" approach.

- Personnel too cumbersome--insufficient emphasis on individual talents, styles and performance.

#13 - ECD of DI--very good draft.

- Discussion in Terrorism Branch particularly interesting and meaningful, particularly on CA and DO/DI relations.

- Feedback to participants in this exercise and other matters.

- Review DCI special authorities and how they might be used to redress deficiencies in compensation, incentives, other areas.

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#12 - [] suggestion on measure of results.

#11 - Clair George's six points and suggestion of small volunteer task force in each office to critique existing office structure and practices.

- Inadequate orientation in good security practices at the office level and of new employees on realistic prospects for mobility, on training and development opportunities and on the work of their offices, directorates, and the Agency at large.

- Reduce bureaucratic layering.

- George Lauder's ideas for putting philosophy into action.

#10 { - Publish a newsletter--classify it (?), devote significant resources. Within security bounds, let everyone know who is doing what and how well. Get copies of NSA newsletter and find out what NSA has done with it after its acquisition under FOIA contributed to the writing of The Puzzle Palace. What balance was struck between communications and security values.

- Make rotational assignments a reward for top performance.

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[] - push authority down, order an immediate review of all administrative practices to determine what rules, regulations, approvals and paper flows are essential and what can be eliminated.

- ECI, DDCI and Executive Director should set example in eliminating required approvals, i.e., approvals of an assignment of a GS-15 to an SIS position.

- Consider having promotion boards review personnel talents as they apply to potential jobs instead of ranking one individual against the other; select best qualified person for a particular job and automatically promote individual to the level of the job if performance is satisfactory. Note: assignment to jobs is not for a board but rating candidates against a job may be.

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- Employee independence, objectivity and non-partisan character of our work product and conduct.

- Refocusing on the "holy" mission of CIA--to protect and defend US from foreign malice by accurate and prompt intelligence and to achieve preeminence in the development and application of the latest and the best in technology in collecting, handling and analyzing intelligence information.

- A thorough examination of the tradeoffs of security and compartmentation of information versus free flow of data.

- To reduce micro-management address the next senior echelon on this issue in detail. Specify what they should not be involved in and have them tell the next level what they should leave to those further down.

- Have Medical Services arrange annual health fair for employees, arrange lectures in Auditorium.

- Establish task force to search for CT candidates among employees who have exhibited values and attributes wanted in that program. Hire new people in all areas with this in mind.

- Toleration and support of failure as a necessary concomitant of risk taking.

- A respectable first try.

- Make CIA synonymous with integrity, loyalty and excellence.

- Special recommendations on supply officer training [redacted] and on the Agency funding process [redacted]

- Formation of a review board to scrutinize all Agency regulatory issuances with a mandate to reduce and condense, eliminate conflicts, redundancies and overlap, improve consistency, uniformity, clarity and effectiveness with ultimate purpose of speeding up and enhancing performance.

- Develop a procedure to reduce the annual run on year end spending. Award managers for saving dollars as they manage their programs or apply savings to valuable new initiatives or improvements in lieu of a policy of spending all of an allocated budget.

- Good checklist of recommended actions submitted by [redacted] Logistics Services.

- Seven points in paragraph 9 of submission [redacted] of Logistics Support Staff.

- Specify covert activity in purpose.

- [redacted] recommendations and [redacted] draft (Office of Security) of goals and objectives very good.

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- Too many people to say No--bureaucracy as formidable as the opposition.
More reward for action and penalty for inaction.

#7

- Bill Donnelly draft has important points--special authorities given CIA creating imposing responsibility on all employees for honesty and integrity. Like the specificity with which it relates objectives and standards to unique character of CIA and its mission.

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- Good checklist material in [] paper.

- Loss of identity as intelligence agency--employees view themselves as personnel, communicators, logisticians rather than as intelligence officers. Need to restore identification of all with intelligence production.

- Need for ongoing feedback from customers at all levels.

- Promptly deal with employees who do not meet minimum standards. Downgrade employees promoted to point of incompetence--firm, but fair, as dominant style.

- Reduction in middle management, more direct line from senior management to staffs to focus responsibility, ensure accountability and strengthen the feeling of belonging.

- Achieve understanding and acceptance of goals and objectives at all levels by public and peer recognition of employees who exemplify spirit of Agency.

- Greater readiness to recruit and bring along individuals who may have a lesser education, but have natural good judgment and intellectual flexibility.

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- Good checklist material in three-page memo signed [] of Office of Communications.

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- Tap ideology, improve self-image and public image. Interesting free thinking paper []

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- Good checklist material []

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- Commo goals for checklist []

- Good checklist ideas in statement on CIA commitments from Test Branch, MSD/OIA.

- Suggested preface for credo--each employee, upon acceptance of employment in CIA, agrees to abide by following goals, principles and standards. (Suggestion by Naval Branch, Technical Systems, OIA.)

- Primary purpose to provide independent warning of events that could affect US interests and provide President with a tool for influencing international events short of using military force. (Suggested [] other good suggestions in his memo.)

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- Complaints about too many layers of editorial review. May overlook amount of review needed to establish and inculcate higher standards of quality which can be scaled down when those standards are understood and instilled.

- Like recommendations and criticisms in NESA/PG/P paper. What can be done to step up recruiting of "more hard-charging junior officers"?

- Include "performance of other activities as directed by the President."

- Embody concept of professionalism as articulated in [] memo.

- Looking ahead to new capabilities and use of new technologies.

- Greater attention to anticipation of events and problems and alternative outcomes.

- Issuance of more independent analyses and think pieces in addition to coordinated products.

#5 - Very good statement from SOVA particularly on premonitory thrust in our purpose, flexibility in organization and measure of results.

- Very good detailing of objectives and operating principles for checklist as well as good concise statement of goals []

- IRIS--Innovate, Reason, Imagine and Speculate.

#6 - Good broad list of goals from SOVA Growth and Forecasting Branch.

- Good ideas on range of views, merging information from all sources and input from outside and managerial habits in Statement of Objectives and Principles following [] memo in SOVA submission.

#4 - Good one-pager from [] SOVA.

- Advantages and disadvantages in working for CIA from OSWR.

- Good checklist material in statement of goals for CIA marked ITB/STD/OSWR.

- Emphasis on preservation of substantive knowledge, data banks and skills.

#1 - Good one-pager from Space Systems/OSWR.

#2 - Credo on second page of C/AVAD/OSWR.

- Advantages and disadvantages of working for CIA from OSWR/NED/NWB.

#3 - CIA Goals and Beliefs from Life Science Branch/STD/OSWR.

- What is CIA All About--Space Missions Branch.

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- ADB suggestions for CIA Search of Excellence has good checklist material.
- A CIA credo from DEB/DSD/OSWR has good ideas and language for operating checklist.
- Need to "turn people on and turn them loose."
- Most terrible statement about my draft--"it sort of resembles a government regulation."
- What can we do to bring trainable young people in for lower-level tasks or in study or developmental programs in addition to summer internships or into reserve status in colleges or elsewhere in the outside world.
- Good checklist material from members of AAB.
- What can be done to recapture the sense of family that some believe has faded.

- ff ✓
- Good one-pager from []
 - Inadequate sharing of information a major criticism.
 - Helene Boatner memo has very good stuff in style, concepts and counterpoising of use and abuse of special authorities, of secrecy and standards of ethics and honesty, of aspiration to be in forefront of our disciplines and opportunities for learning.

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- Office of Training "Thoughts and Recommendations" and note on "Quest for Excellence" have good ideas for exploration and checklist material.

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- Pretty sour stuff from []
- Reasons stated for "demoralization" in Group Report #8 to Director of Training and Education has some concerns which are not so well articulated elsewhere and need to be addressed.

- ff ✓
- Good one-page credo from Working Group #16 of T&E/DA.

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- Good ideas from [] of Office of Finance for operational checklist, particularly on our public image and our performance in keeping abreast of technological advances which have been introduced in the industrial world.

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- Important questions to be addressed in memo from [] Chief of Audit and Certification Division.

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- Review the record on reasons for departure of expertise through rotation and promotion to a level of incompetence as called for in [] memo. Are we really losing more valuable employees than we are hiring?

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- 25X1 - Memo from [] AB/AD/OF, on personnel reduction, integration of employee training and systems update, and education of other CIA elements on the scope of DA's support role.
- Magee on need for more education of all CIA employees on the intelligence mission and the links between collection, both technical and human, analysis, production and support, and the telling of "war stories."
- 25X1 - Idea of Directorate "career days" from []
- 25X1 - Carefully constructed survey of what really concerns employees suggested in [] memo. The 32 inches of responses in this exercise and these notes are a pretty good start on such an inquiry.
-  - Good one-pager from PMCD together with DI Branch of OP with motto "Mindful of the past, we strive in the present to anticipate the future."
- 25X1 - Good items for operational checklist in Statement of Purpose from J. H. in OA submissions. Also in Standards of Excellence from [] Also in Standards of Excellence from AB/CAD/OP, especially elements relating to recapture of spirit of unified "family" organization and accomplishing each assignment with sense of urgency and highest degree of professionalism.
- 25X1 - Good operational checklist items from []
- Need for career counseling service and other items for operational checklist in PAB Staff comments.

DDI 01079-84
15 February 1984

MEMORANDUM FOR: Deputy Director for Intelligence

FROM: Helene L. Boatner
Chief, Product Evaluation Staff

SUBJECT: Goals, Principles and Standards for CIA

1. We generally approve of everything the initial draft says but would like to find in the final product more reflection of the uniqueness of CIA, the peculiar obligations that service here imposes, and the special rewards it offers. Our discussions point to a statement that treats our mission only briefly and emphasizes values and behavior.

2. With regard to mission, we believe that the statement needs to address directly our role in the policy process. To this end, the statement of purpose might be amended to read:

CIA exists to provide intelligence support that will improve the formulation and execution of US foreign policy.

3. Beyond that we believe the statement should focus on how we pursue the mission. For example, we would add a specific subsection on "relationship to the policy process":

We strive to give policymakers information, analysis, and action options that are as complete, objective, prescient, and accurate as possible. We seek to deliver information and ideas in a manner that is timely and useable. We seek to warn policymakers of problems on the horizon, as well as to help them with issues of current concern. We do not press for particular policy choices or take sides in policy debates.

4. We suggest substituting a "Teamwork" section for the present entry on "Organization" and shortening the "Results" section:

Teamwork: Our success depends on intense cooperation in pursuit of our common goals. Operating elements are critically dependent on one another. No individual or unit has a monopoly on truth, ideas or insight, and none can be as effective alone as we can be if we work together.

Results: Consumer satisfaction is a major measure of success. But we must sometimes deliver unwelcome news and suffer the consequences. We must take risks to make gains. To a considerable degree, our measure of success lies in the conviction that we have done our duty.

SUBJECT: Goals, Principles and Standards for CIA

5. Other key ideas related to our unique responsibilities that we believe should be added or substituted for some of the present language include:

By law, the DCI and CIA have unique authorities. These will not be abused; they will be used as necessary to maximize our effectiveness.

We honor our heroes and heroines, celebrate our triumphs, and suffer our failures within the organization. We do not seek public acclaim or public redress.

Many of our activities require some degree of dissimulation or concealment with regard to the world at large. We must guard against the potentially corrupting effect of secrecy by maintaining extraordinary standards of ethics and honesty among ourselves and with our customers.

We have a special obligation to convey contradictory information and differences of opinion on important issues to our customers.

6. Finally, there are matters of "operating style"--some now addressed under the rubric "management"*--that we believe deserve reflection in a "creed":

People are our most important asset; we treat them accordingly.

We continually seek to be at the forefront of our myriad operational, support, and substantive disciplines. To this end we offer unique opportunities for learning through education, experience, and intellectual interchange.

We are persistent in pursuit of our objectives; while recognizing that we will never know all there is to know on all topics, we never stop trying.

We focus on our primary tasks, reaching out to other elements of the government and to the private sector for help on tangential tasks.

When unexpected and urgent demands arise, as they often do, we do the best we can with the assets at hand. And we expect to succeed.

Helene L. Boatner

* We suggest that words like organization and management be avoided entirely.

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15 FEB 1984

MEMORANDUM FOR: Chief, Policy and Coordination Staff

FROM:

[Redacted]

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SUBJECT:

[Redacted] Contribution to Director's Draft
Statement of Goals, Principles and Standards for
CIA

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1. There is general agreement within the Division that the idea of setting forth a statement of objectives is a good tact. Most personnel have the view that the draft statement of goals or objectives is fairly good as it stands. It should be noted that there were those who believe the statement of goals should be more concisely stated. In this latter vein, the view of one of our up-and-coming young officers that the inscription in the lobby of Headquarters building is a fully adequate statement in itself.

2. Attached as Tab B are various memoranda [Redacted] and input from [Redacted]. All of these, we believe, should be read. Tab A is our attempt to write a draft statement based on a composite of [Redacted] views.

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3. Whatever the outcome of this exercise, it is the view of most of us [Redacted] that the statement of objectives for the Agency should be concise and to the point. A statement should be read and easily etched in everyone's mind. This is why the inscription in the lobby to many of us sums up our goals, our objectives.

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[Redacted]

Attachments:

Tab A - [Redacted] Draft Statement
Tab B - [Redacted] Memoranda/Cables

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STATEMENT OF GOALS

Goal: Provide the executive arm of the USG the best and most timely intelligence and analysis possible that is accurate, non-biased, and non-politicized.

People: Our personnel are a paramount commodity without whom our goal cannot be fulfilled. We concentrate on recruiting excellence; fostering initiative and individuality; developing and encouraging imagination and creativity; and expect both moral and physical courage from all levels. Well thought out risk-taking is invited. We create an atmosphere in which the individual feels he is part of an elite group that cares for him. We encourage a concern among employees for each other. Managers look at employees in a positive way, making them feel vital.

Ethics: CIA activities are subject to the laws of the United States. Our personnel understand that any and all activities engaged in by CIA are governed by U.S. statutes. Infringement of such constitutes impermissible conduct unless exempted by Executive Order. The personal integrity of our personnel in the professional pursuit of our goals must be beyond question. We have a total commitment to base our actions, reporting, evaluation, and interpersonal relations on the truth.

Management: Managers emerge from the multi-discipline ranks of successful, people-oriented, objective-targeted achievers with established professional credentials earned against the crucible of clearly defined criteria.

Measure of Results: Results are satisfactory when the following questions are answered in the affirmative:

- Was the needed information made available in a timely manner?
- Was it correctly analyzed?
- Was appropriate action taken?
- Were options presented to the decision-makers?

Standards: Intelligence is a dynamic "growth industry." It requires:

- a) Performance excellence;
- b) High quality training;
- c) Dedicated, imaginative, motivated, and disciplined personnel with high integrity levels.

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IN SEARCH OF EXCELLENCE

Excellence is the byproduct of human endeavor which soars above the ordinary and captures the imagination. Though it can in certain respects be quantified or observed, what ultimately constitutes excellence in the eye of the beholder defies precise description.

Credos which have imbedded themselves in people's minds and inspired them to greatness have never been long and general statements of purpose. Rather, spare phrases, notable for their simplicity, have moved individuals and nations forward. Looking at our own history, Americans have lived, fought and died for the ideals embodied by such statements, as, "Give me liberty or give me death", "all men are created equal" and mottos, such as, "semper fidelis", "duty, honor, country."

This gifted and diverse agency, unique of purpose and endowed with a special trust, need not look elsewhere for its inspiration: Inscribed in stone are all the words that are needed to guide us -- "And you shall know the truth and the truth shall make you free." On the facing wall are 40 stars marking our past and future commitment to this objective.

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FEB 13 1984

MEMORANDUM FOR THE RECORD

FROM: [REDACTED]

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SUBJECT: CIA Statement of Goals, Principles and Standards

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1. The collective view [REDACTED] is one of general endorsement of the attached statement of goals, principles and standards for CIA. There are several observations which management might wish to consider as a way of sharpening the focus of this statement with regard to the Agency's unique role in our government:

-- The statement, if it is to be practical, may require tailoring for each Directorate in which the principles of the general statement are applied directly to the specific needs of the individual Directorate.

-- CIA's role is one of exceptional challenge and unique expectations by policymakers. Therefore, there are unique and exceptional demands placed on individual employees not readily required elsewhere. If CIA is to effectively live up to its expectations, greater emphasis must be placed on motivation and the importance of individuality among employees. Motivation should be clearly a part of any statement of standards.

-- The paragraphs on "people" and "management" appear to overlap and, while what is said is worth saying, the redundancy should be either eliminated or the two paragraphs combined. As stated above, individuality and individual initiative should rank with management as an important aspect if not the secret strength of our Organization.

-- With regard to the statement on "results", it is not enough to simply measure the results if we are to obtain the depth of support in and out of government needed to effectively pursue our collective responsibilities. There must be more initiative from the President and Congress in passing along credit for successes to the public. Obviously, the nature of our business does not lend itself to public announcement, but on those occasions when this is possible it should be done as a management responsibility at the highest levels of our government.

-- Because of the extraordinary demands placed on this Agency, every effort must be made to resist forming this Agency in the image of all other departments and agencies

of our government. Our mission is unique; therefore, our Agency must be uniquely constructed, staffed, and managed.

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10 February 1984

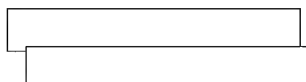
MEMORANDUM FOR:
INFORMATION:



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FROM:



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SUBJECT:

Views and Comments of [redacted]
[redacted] Personnel on the Draft CIA Goals
Statement

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1. A [redacted] meeting was held on 8 February to discuss the CIA goals statement. It was the general opinion [redacted] that the Draft Goals, Principles, and Standards, with the one suggested modification noted below, are well presented. It was, however, strongly noted by almost everyone that well-presented goals, principles, and standards will do nothing to make this, or any other, organization excellent, unless those goals, principles, and standards are rigorously adhered to, and carried out in actual practice. In fact, it was the general consensus that this Agency already has well-enunciated and enlightened policies and mechanisms on paper, and that the bulk of any present problems stem from a failure to practice what is preached.

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2. The suggested modification concerns the statement on "Measure of Results." It was noted that, first and foremost, this Agency's reporting must be truthfully accurate, non-biased, and non-politicized. Contrary to commercial ventures, the customer in our business is not always right. Therefore, it is suggested that the statement be reworded to take account of the above, and to recognize that if we allow customer satisfaction (concerning the coincidence of our reporting with customer preconceptions) to influence our work, we will be failing in our mission to provide truth to the decisionmakers.

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~~SECRET~~

10 February 1984

MEMORANDUM FOR:

25X1

FROM:

SUBJECT: Comments and Constructive Criticism on Draft
 Statement of Goals

Suggested editing of the "Statement of Goals,
Principles and Standards for CIA".

Purpose. To provide timely, accurate,
comprehensive, useful intelligence support to the U. S.
Government and its allies.

Organization. Omit.

Ethics. Every member of the Agency must be aware
of and sensitive to the letter and spirit of the Constitution
and laws of the United States.

Management. CIA will foster initiatives and
creativity by allowing the individual great freedom of action
in attaining defined objectives, while requiring efficiency,
accountability, and results at all levels.

Measure of Results. End results of the CIA are
the value, relevance, and timeliness of the intelligence and
operations produced. Those results come from the qualities of
its people and their creativity, dedication and success in
utilizing technology and resources to collect, analyze, and
apply information and judgement to foster the security and
prosperity of the United States.

Standards. We seek

- performance of the highest quality;
- ethics and integrity of the highest order;
- development of outstanding skills,
confidence, and personal resources in our
people;
- utilization of the most effective
technologies;
- capability and flexibility to meet tough
and sudden challenges;
- leadership and recognition as the best
intelligence service in the world.

~~SECRET~~

13 February 1984

SUBJECT: CIA's Statement of Goals and Principles

I think the Director's idea is a good one... we need lots of emphasis on excellence around here, and asking for help from everyone is starting off right. I think the "Statement" as it stands is a monumental bore, however. Can we not just once write something in non-bureaucratic language? Take a hard look at the IBM paper. It is about half as long as the CIA Statement, it has no high-sounding title, it contains no phrases such as "comprehensive support" or "broad range" or "operating elements" or "capital value." The IBM paper writes of "managers" not "management personnel," "employees" rather than "people," "succeed" rather than "seek to exemplify." Please for once write something everyone in this Agency will read, something that does not make one's eyes glaze over with the first word. Use the words "use" and "using" instead of "utilize" and "utilization." Never use "foster" and try to make the thing sound less like God's commands to Moses than a statement of principles from a spy agency.

Secondly, the paragraph about employees should come second...right after the statement on purpose, as it does in the IBM paper, showing that the organization places its employees first. This paragraph should state that this Agency encourages a concern among employees for each other, that managers look at employees in a positive way rather than looking constantly for mistakes and, most importantly, that no person gets to be a manager who is not highly thought of by those employees with whom he has worked or supervised. (Actually, this latter statement obviously is not true of this Agency, but it should be. Including it in this Statement is of utmost importance if you are to stir up some enthusiasm for excellence at the lower levels.)

Drop the paragraph on "Organization." Whatever it is supposed to be saying, and I've read it a dozen times, it definitely will glaze one's eyes.

Possibly the following does not belong in this exercise, but there has never been another place to put such thoughts, so here it is. There is one fact which works against any campaign for excellence in this Agency and that is its over-emphasis on youth. Although it is wise to encourage and challenge young employees, too much emphasis on youth is wrong. I believe young men at the helms of our directorates leads to deep-seated resentment and discouragement in older employees who have more experience and better judgment, who are more socially adept and who truly inspire respect in others.

And finally, I want to pass on one remark I heard when this project was first brought up in the office. It is the reason, probably more than anything else, why IBM has succeeded so superbly--"They pay more than any other U.S. company." Possibly our search for excellence is doomed from the start.

CONFIDENTIAL

13 February 1984

SUBJECT: CIA's Statement of Goals and Principles

One does not stay in this business for the money as it just is not there; many Agency employees would command a higher salary in private industry, or even in other government agencies.

If an employee is to be enthusiastic and work toward achieving excellence in performance, he must first derive some satisfaction from his particular job--and this comes on-the-spot; an individual employee does not receive job satisfaction from "the way the President and the Congress and the public assess and value (the) results" of his efforts. It's a very long way from the basement file room to the White House and Capital Hill: an employee needs to know his efforts do contribute and are appreciated. This does not require a pat on the head each day, but it does require knowledge--the knowledge of where one's particular work fits in, that it is relevant, that it actually does need to be done.

CONFIDENTIAL

C O N F I D E N T I A L

MEMORANDUM FOR:

25X1

FROM:

25X1

SUBJECT: Draft Goals Statement for CIA as Outlined in Director's Speech

1. Attached are submissions as requested concerning personnel suggestions and thoughts on the Director's draft statement of goals for the CIA.

25X1

25X1

C O N F I D E N T I A L

- To sustain the CIA as an organization of dedicated professional men and women who continuously aspire to seek and find the truth in the harsh realities of the world we live in.
- To instill within the CIA a firm understanding of its critical mission on behalf of the people of the United States.
- To foster and maintain a proud tradition of dedicated service and an esprit de corps that reflect our highest values of integrity, love of freedom and justice, and deep concern for the human condition throughout the world.

Re the Director's Statement of Objectives:

1. If our resources have to come from the public's assessment and valuation of our results, then we are in trouble. Not even Congress is so privileged.

2. I do not think leadership and recognition as the best intelligence service in the world is a realistic objective or standard. Simply becoming the best would be fine in and of itself. Our successes cannot and should not be trumpeted, so on what do we make the claim? Our value is and should be inextricably linked to the degree of success and world position of our country and its leaders. If it and they remain number one, then we are number one.

25X1

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